

Civilian Education System

Army Management Staff College



March 2010



US Army Combined Arms Center

Purpose

- Provide an overview of the Army Management Staff College and the programs offered
- Inform and educate Army civilians on the Civilian Education System (CES)



Agenda

- Who we are
- What we do
- Campus locations
- Our programs
- Why we need CES
- CES Courses



Mission

- Educate and prepare the Army Civilian Corps and military members for leadership and management responsibilities throughout the Army
- Act as executive agent for the Army Civilian Education System curriculum
- Conduct research and provide solutions to the Civilian Corps and Installation Management communities

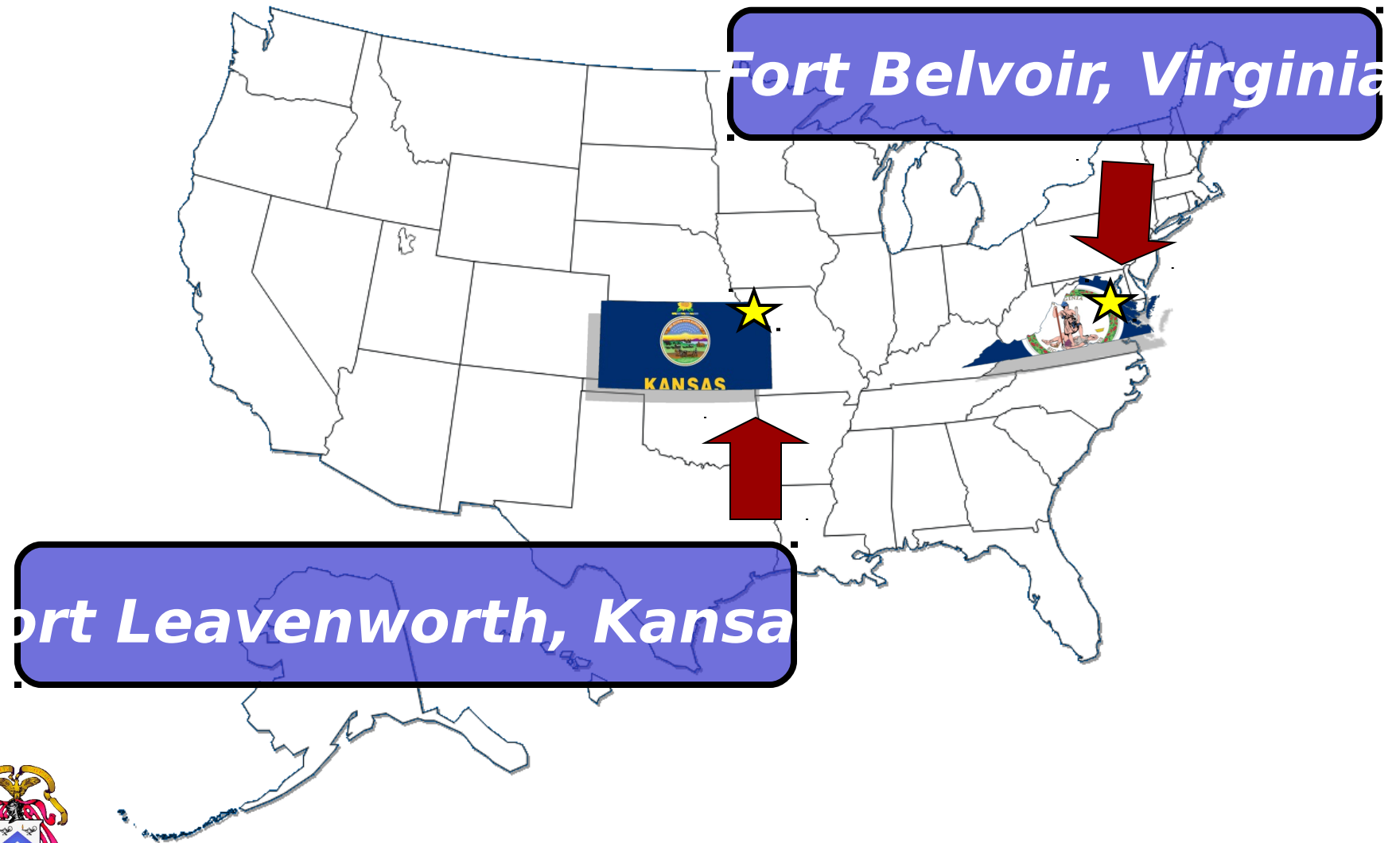
Vision

The Army's Center for lifelong leader development



US Army Combined Arms Center

Campus Locations



Our Programs

Command Programs

- General Officer Senior Command Course (GOSCC)
- Garrison Precommand Course (GPC)
- Garrison Command Sergeants Major Course (GCSMC)
- Anti-Terrorism Force Protection Level 4 Course
- Directorate of Plans, Training, Mobilization, and Security Course
- Installation Force Protection Exercise
- Region Installation Support Team Course



Our Programs

Civilian Education System (CES)

- Foundation Course
- Action Officer Development Course
- Supervisors Development Course
- Basic Course
- Intermediate Course
- Managers Development Course
- Advanced Course
- Continuing Education for Senior Leaders



What's Changed...

- Global War on Terrorism
- Army civilians are deployed
- more frequently
- Significant military-civilian conversion
- NSPS

Army Required

MULTI-SKILLED LEADERS

- Strategic & creative thinkers
- Builders of leaders and teams
- Competent full spectrum warfighter or accomplished professional who supports THE SOLDIER
- Effective in managing, leading & changing large organizations
- Skilled in governance, statesmanship and diplomacy

Army Requires

“a well-developed and executed, integrated, systemic approach for civilian leader development.”

(ATLDP-C 24 Feb 2003)



Civilian Education System (CES)

A progressive and sequential leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers



Civilian Leader Development

Overview

Pay Band 1		Pay Band 2			Pay Band 3
GS-5/7/9	GS-11	GS-12	GS-13	GS-14	GS-15
NAF 1/2/3	NAF			NAF 5	
Federal Wage System employees' eligibility varies by geographic location					
<div>Most permanent Army civilians are centrally funded, which includes Local Nationals. Military members, and term and temporary employees, and non-Department of the Army employees, for example, are funded through their own organizations</div>				DOD Defense Senior Leader Development Program (DSLDP)	
				Continuing Education for Senior Leaders (CESL)	
				Advanced Course (AC) - dL & Resident	
			Managerial Development Course (MDC)		
			Intermediate Course (IC) - dL & Resident		
			Basic Course (BC) - dL & Resident		
			Supervisors Development Course (SDC) - dL		
			Action Officers Development Course (AODC) - dL		
Learning Communities					
Foundation Course (FC) - dL <i>For ALL new Army Civilians</i>					

Pay bands based on supervisory responsibility

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Civilian Leader Development Courses

distributed Learning (dL) available through the Internet to all Army civilians for self-development

Action Officers Development Course

Designed for civilians who “work actions” on behalf of senior staff officers or commanders

Required for interns

Completion required before they complete the intern program



Civilian Leader Development Online Courses

distributed Learning (dL) available through the Internet to all Army civilians for self-development

Supervisors Development Course

Provides supervisors and managers with civilian administration skills such as work management and basic supervision

Required for employees in supervisory and management positions



Civilian Leader Development Online Courses

distributed Learning (dL) available through the Internet to
all Army civilians for self-development

Managers Development Course

**Assists supervisors and
managers with basic skills for
managing work and leading
people**

**Recommended for all civilians in
supervisory and management
positions**



Foundation Course (FC)

57 hours of distributed Learning (dL)

DA Civilian who understands and appreciates Army values and customs; serves professionally as a member of the Department of the Army; acquires foundation competencies for leader development

**Understand
structure of the
Army**

**Knows Army
leadership and
doctrine**

**Organizes daily
activities**

**Knows how to
build teams
and practices
group dynamics**

**Applies the
skills for
increasing self-
awareness**

**Meets DA
administrative
requirements**

**Applies
effective
communicatio
n principles**

**Comprehends
career
progression for
DA civilians**



FC Enrollment Information

Eligibility

- **All DA Civilian employees**
- **Military supervisors of Army civilians, Local Nationals and other DOD leaders**

Required Attendees

- **FC is required for interns, team leaders, supervisors, and managers employed after 30 Sep 2006**



FC Curriculum

Module 1

Structure of the Army (8.5hrs)

- Organization of the Army
- Army Customs and Values
- Army Budgeting System
- Army and Sister Services and DoD
- Army Rank And Insignia

Module 2

Army Leadership and Doctrine (5hrs)

- Concept of Be, Know, and Do
- Levels of Leadership and Leadership Styles
- Department of the Army Ethical Standards



FC Curriculum

Module 3

Group Dynamics and Team Building (7hrs)

- Team Dynamics - Army E-Learning
- Conflict Management

Module 4

Effective communications (9hrs)

- Interpersonal Communications - Army E-Learning
- Essential Guide to Giving Feedback - Army E-Learning
- Barriers to Communication
- Preparing a briefing
- Recommending Product/Process Improvement



FC Curriculum

Module 5

Organizing Daily Activities
(5hrs)

- Developing Excellent Time Management Habits-Army E-Learning
- Organizational Goals and Risk Management

Module 6

Career Progression for
DA Civilians
(9.5hrs)

- The IDP Process
- The Personnel System
- The Finance System
- The Civilian Education System
- Maintaining Technical Competency



FC Curriculum

Module 7

Increasing Self Awareness (6hrs)

- Learning In Adulthood
- Personal Health
- Learning styles and behavior

Module 8

New Employee DA Administration Requirements (7hrs)

- Information Security
- OSHA Rules and Standards
- Classified Information
- Equal Opportunity and Sexual Harassment



CES Admission Priority

Priority

1

- Required for Army civilians in permanent appointments, assigned as a team leader or in a supervisory or managerial position and have not been granted course credit. Must complete course within one year of placement for the Basic Course and 2 years for the Intermediate and Advanced Courses.



CES Admission

Priority

Priority 2

- **Army civilians in permanent appointment non-supervisory positions and have not been granted course credit.**
- **Army civilians and DOD employees in an Army endorsed supervisory or management development program and have not been granted course credit.**
- **Army civilians in permanent appointment to supervisory or managerial positions who are recommended by their supervisors and completed legacy civilian and military LD equivalent course five or more years prior to date of CES consideration.**



CES Admission

Priority

Priority

- 3 Active duty military supervisors of Army civilians.**
 - Army civilians in permanent appointment non supervisory positions who are recommended by their supervisors and have completed a legacy civilian or military LD equivalent course five or more years prior to date of CES consideration.**
 - Local Nationals and other DoD leaders who meet eligibility and prerequisites.**
 - Term and temporary civilians who are responsible for leading or supervising civilians and meet eligibility and**



Basic Course (BC)

2 weeks resident, 40 hours of distributed Learning (dL)

DA civilian who understands and applies basic leadership skills to lead and care for small teams; applies effective communication skills to build a team; demonstrates internal and external awareness and directs team accordingly; develops and mentors subordinates

**Lead
teams**

**Develop
self,
team
members
, & team**

**Achieve team
task(s) in
support of
team
mission(s)**



BC Enrollment Information

Eligible

- **Army civilians in permanent appointments, Military supervisors of civilians, Local Nationals and other DOD leaders.**

Prerequisite for Resident Phase

- **FC if required and BC dL**

Course Equivalency

- **Courses: Leadership Education and Development (LEAD), Officer Basic Course (OBC), Warrant Officer Advanced Course (WOAC), Advanced NCO course (ANCOC).**



BC Learning Outcomes

- Establish a Basic Course Team
- Team Leadership Requirements
- Communicate Effectively
- Create a Self-Development Plan
- Create a Plan for High Performing Teams
- Self Assess using Individual Learning Module
- Develop Self-Awareness and Personal Leadership Competencies
- Develop a Basic Course Team through a Positive Team Climate



Distributed Learning Phase

- **FM 6-22 Army Leadership**

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- ✓ Part I Chapters 1-3 (23 pages)
- ✓ Part II Chapters 4-6 (28 pages)
- ✓ Part III Chapters 7-9 (42 pages)
- ✓ Appendix A (11 pages)

- o **Critical Thinking** - Defining Critical Thinking

- o **Emotional Intelligence** - Emotional Intelligence:
What it is any Why it Matters (14 pages)

- **Multiple Choice 20 question exam, open book**



Resident Phase Assessments

Team Assessments

Facilitated Discussion(s) – Leadership Skills and Behaviors

Information Brief / Paper –

- *Self Development Plans*
- *Team Leader Development Program*

Individual Assessments

Pre-test / Post Test

Leadership Skills Assessment

Writing Assessment– Leadership Philosophy Paper

Written Action Plan – Personal IDP

Feedback on Leader behaviors



Intermediate Course (IC)

3 weeks resident, 44.5 hours of distributed Learning (

**DA civilian skilled in leading;
managing human and financial
resources; implementing change;
directing program management
and systems integration;
displaying flexibility, resilience,
and focus on mission**

Leads people

**Manages
systems**



**dL available to
all Army
civilians for
self-
development**

IC Enrollment Information

Eligible

- **Army civilians in permanent appointments, Military supervisors of civilians, Local Nationals and other DOD employees.**

Course Equivalency

- **Courses: Organizational Leadership for Executives (OLE), Captains Career Course (CCC), Warrant Officer Senior Course (WOSC), First Sergeant Course (FSC).**

Prerequisite for Resident Phase

- **FC if required**
- **BC or equivalent**



IC Learning Outcomes

- Apply an effective leadership style
- Solve complex and ambiguous problems
- Communicate effectively at the organizational level
- Develop subordinate leaders
- Develop an effective organization
- Manage organization resources (human & financial)



Distributed Learning Phase

Module – Developing Competencies in Leading People

- Fred-Cam: Reflecting on Leadership while at the FDR Memorial
- Workshops: Leadership Theory, Motivation Theory, and Leader Simulation (AKO)
- Leader Case Analysis

Module – Developing Competencies in Decision-Making

- Fred-Cam: At the Pentagon
- 80% if you're Lucky, Decision Matrix, and Composite Risk (AKO)
- Ethical Dimension of Leadership



Distributed Learning Phase (con't.)

Module – Developing Competencies in Leading Organizations

- Fred-Cam: The National Museum of the American Indian
- Workshops: Leading Complex Organizations, Organizational Values, and Effective Communications (AKO)
- Case Study & Assessment : Focused Interview with a Senior Leader

Module – Developing Competencies in Managing Organizational Programs

- Fred-Cam: Reflecting on Complex Leadership, at Grant Memorial
- Evaluating Performance, Data-Driven Decision Making, and Management-Role simulation (AKO)
- Organization Diagnosis of Current Organization



Resident Phase

Effective & Efficient Organizations

- Mini-problem High Performing Teams (HPT) Evaluation Criteria
- Problem-Solving-Work Shop
- Vision Audit of Successful Business
- Analyze own organization



Resident Phase (con't.)

Organizational Leadership

- Leader Book Discussions
- Effective Leader Skills
- Leader Theory
- Applied Ethics
- Problem-Solving-Application
- Three self-assessment instruments (LBA II; 360; MBTI)



Resident Phase (con't.)

Managing Resources

- Manage conflict – self-assessment instrument (SDI)
- Research current evaluation performance criterion
- Process to ensure equitable evaluation of performance
- Create equitable performance standards
- Conduct a Performance Review Panel



Resident Phase Assessments

Team Assessments

- Facilitated Discussion – Article Analysis
- Information Brief – Vision Audit
- (Staff) Brief - Subordinate Leader Development Plan
- Decision Brief – Fair and Equitable Performance Evaluation Process

Individual Assessments

- Pre-test / Post Test
- Analyze own organization
- Personal Leadership Development Plan



Advanced Course (AC)

4 weeks resident, 63 hours of distributed Learning (dL)

Army Civilians skilled in leading a complex organization in support of national security and defense strategies; integrating Army and Joint systems in support of the Joint Force; inspiring vision and creativity; implementing change; and managing programs.

Leads people in a complex organization

Leads a complex organization and inspires vision and creativity

Operates within an environment of integrated systems, with a focus on mission



**dL available to
all Army
civilians for
self-
development**

AC Enrollment Information

Eligible

- Army civilians in permanent appointments, Military supervisors of civilians, Local Nationals and other DoD leaders.

- GS13-15 or comparable NSPS pay band.

Prerequisite for Resident Phase

- FC if required
- BC, IC or equivalency for each

Course Equivalency

- Courses: Army Management Staff College or Sustaining Base Leadership and Management (SBLM), Command and General Staff College/Intermediate Level Education (CGSC/ILE), Warrant Officer Senior Staff Course (WOSSC), Sergeant Majors Course (SMC).



AC DL

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AC Scope

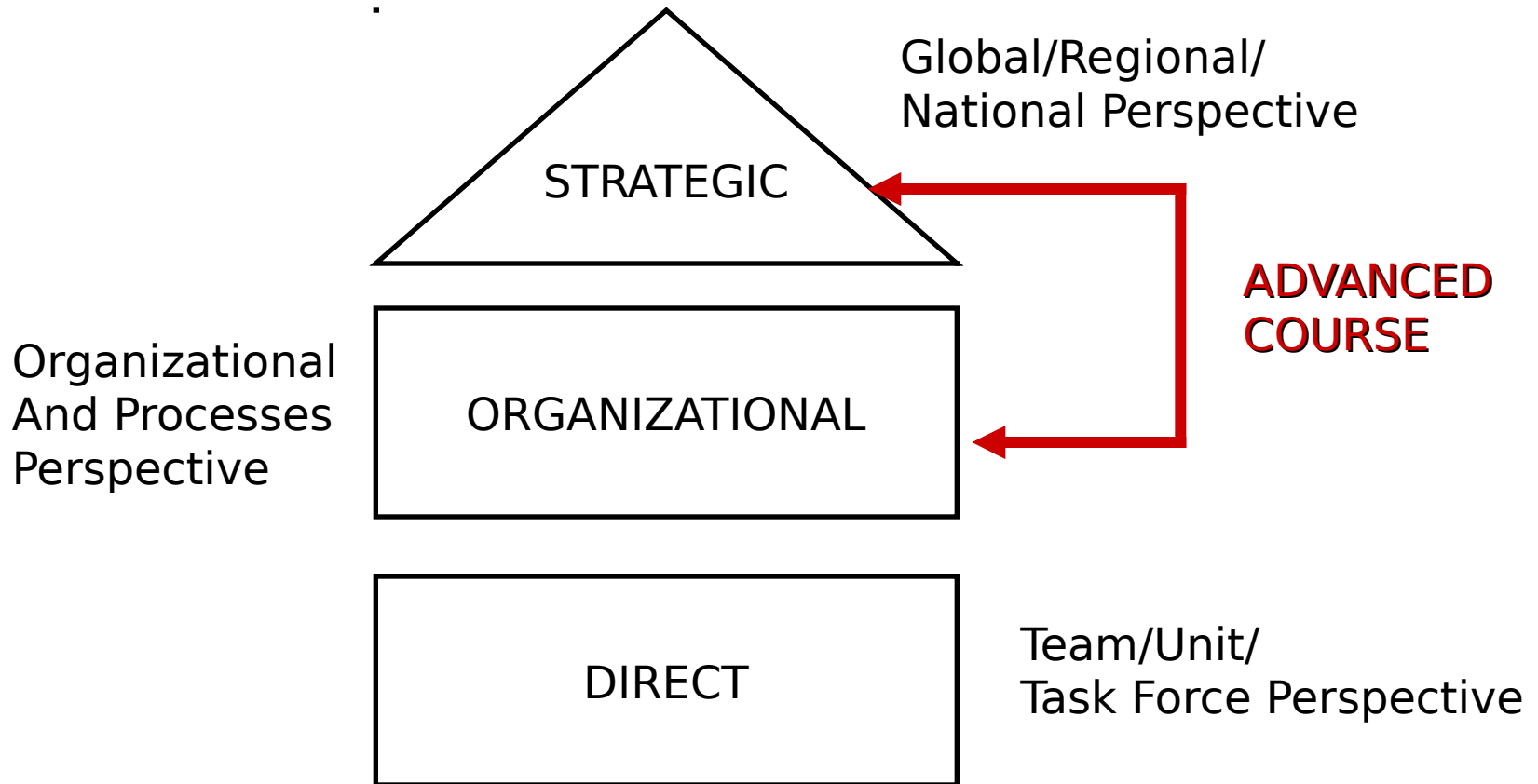


Figure 3-3. Army Leadership Levels FM 6-22 p3-6



AC Learning Goals

- Lead a complex organization in support of national security and defense strategies
- Integrate Joint & Army systems in support of the Joint Force
- Inspire vision & creativity
- Implement organizational change
- Manage programs



AC Learning Outcomes

- Analyze National Strategies
- Assess the Contemporary Operating Environment
- Analyze Joint and Inter-Agency Cultures
- Formulate Joint and Army Integration Strategies for Your Organization
- Integrate Joint and Army Systems Strategies for Your Organization
- Implement Change
- Develop a Positive Culture



AC Learning Outcomes (con't.)

- Create High Performance Teams
- Manage Conflict
- Develop an Implementation Plan
- Implement Business Transformation Processes
- Evaluate Organizational Requirements
- Evaluate Organizational Performance and Provide Feedback
- Implement Information Management in Your Organization



Distributed Learning Phase (FY 2010)

- **Module: Leadership Tool Box**
 - Executive and Strategic Correspondence
 - Senior Leader Presentations And Briefings
 - Analysis Processes and Models
- **Module: Strategic Leadership**
 - Strategic Management Concepts and Communication
 - Leadership and Strategic Leader Development
 - Implementing Change and Transformation
 - Ethical and Moral Reasoning in Decision Making for Senior Leaders



Distributed Learning Phase (con't.)

- **MODULE: Thinking Strategically**
 - Contemporary Operating Environment COE
 - Constitution and Laws
 - Developing National Strategies
-
- **MODULE: National, Department of Defense, Joint and Army Systems**
 - US Government Structure
 - DOD Structure
 - Joint Systems
 - Army Systems (How the Army Runs)



Distributed Learning Phase (con't.)

- **MODULE: Organizational Analysis and Strategic Leadership Challenges**
- Introduction to Problem and Initial Analysis
- Strategic Plan
- Recommendation and Decision



Resident Phase

Four problems are executed in small group instruction with 6-8 students per team. The four problems encompass:

1. International and National Strategy
2. Domestic Strategy - Inter-agencies and Joint Operations
3. Army
4. Organizational (Personal Perspective)



Resident Phase (con't.)

- The course begins at the Strategic level then transitions through national, Joint, Army, organizational strategies to the individual's leadership role and responsibility as an organizational leader.
- Integrated into the curriculum are General Officer, Senior Executive Service members, International representatives (Foreign Embassies) and Subject Matter Experts (SME).



Resident Phase Assessments

Team Assessments

Problem 1 – Summit (oral presentation, country book, point paper)

Problem 2 – Crisis Action Planning Team JTF Brief (oral presentation, point paper)

Problem 3 – Army Imperative Chief of Staff Briefing (oral presentation)



Resident Phase Assessments

Individual Assessments

Pre-test / Post Test

Formative Essay (2 papers – Problem 1 and Problem 2)

Peer and Self Assessment (3 times - Problem 1, 2, 3)

Formal Coach Assessment (4 times Problem 1, 2, 3, 4)

Formal Final Briefing

MSAF Feedback



Continuing Education for Senior Leaders (CESL)

4.5 Day Resident, 40 hours of dL

The CESL targets leaders at the GS14/15 leadership level or equivalent. CESL will sustain and further develop leaders by refining their broad skills and potential for the Department of Defense's future contemporary operating environment. The program is a participatory environment where students discuss current issues in the field.

Prepares for transition to senior level leadership positions

Uses inventive problem solving techniques

Strengthens awareness of organizational well being and cultural diversity issues

Uses knowledge management techniques

Generates strategic thinking: creating agile and resilient organizations

Understands impact of moral development/Intellectual development



CESL Enrollment Information

Eligibility

- **Army civilian employees GS-14/15 above and equivalent levels in leadership positions**
- **Military (SGM, CW4, CW5, LTC, COL) who supervise civilian supervisors/managers**
- **Must have completed one of the following Courses:**
 - a. **Sustaining Base Leadership and Management Course (AMSC)**
 - b. **Command General Staff College Intermediate Level Education**
 - c. **Warrant Officer Senior Staff College**
 - d. **Sergeants Major Course**
 - e. **Advanced Course (must wait one year after graduation)**

Prerequisite

- **40 hour dL phase required prior to the 4.5 day resident phase**



Distributed Learning Phase

Reading Requirements

- China's Electronic Long-Range Reconnaissance
- Clarity and Culture in Stability Operations
- Emotional Intelligence and Army Leadership: Give it to me Straight!
- The Humanist-The Obama National Security Team



Distributed Learning Phase (con't.)

Reading Requirements

- Irregular Warfare Information Operations
- The Leader's Role in Increasing Ethical Reasoning Ability of Followers
- Planning Full Spectrum Operations
- Reassessing Army Leadership in the 21st Century
- Reforming Pentagon Strategic Decision making



Resident Phase

Monday – CESL Participants will understand topics and current requirements of the Contemporary Operational Environment

- Guest speaker Comprehensive Soldier Fitness
- Joint Commander's Panel (O-6s, O-5s, CSMs from Army, Marines, Australians)
- Army Force Generation Update
- Information Engagement
- Small group discussion on issues facing the Army Civilian Leader

Tuesday – CESL Participants will understand topics and current requirements of the Enterprise Approach to the Army Civilian Corps_

- Guest speaker on Leadership
- Knowledge Management
- Inter-Generational Diversity
- Small group discussion on Leadership Book



Resident Phase (con't.)

Wednesday - CESL Participants will understand topics and current requirements of the Army Civilian Corps in relation to Public Affairs, Communication, and the Contemporary Media Operational Environment and other Policy Issues_

- Media Relations and Public Affairs – Presentation and Workshop (to include interview techniques, utilization of local PAO, and mock media interviews and analysis)
- Strategic Economic Challenges
- Civilian Leadership Policy and Management
- Small group discussion on issues facing the Army Civilian Leader



Resident Phase (con't.)

Thursday – CESL Participants will understand topics, current issues, and a cultural awareness of Regional Areas affecting U.S. and Army Foreign Policy_

- China's Culture and Geo-political impact on the West
- Information Engagement
- Understanding Islam/Middle Eastern Culture
- Civilian Leadership Policy and Management
- Mr. Warner discussion on Leadership
- Small group discussion on issues facing the Army Civilian Leader and CESL take-aways

Friday – CESL Participants will have an understanding of topics and current enablers for continued self-development for the Army Civilian Senior Leader_

- Civilian Leader Development
- Enterprise Human Capital Lifecycle Management System
- Future of USASAC
- Graduation
- *Return to Home Location*



Basic Course Resident Phase (FY10)

Location	Dates	Application Deadline	Target Audience	Prerequisite
Fort Leavenworth	7 Jun 10 - 18 Jun 10	8 Apr 10	Army leaders who exercise direct leadership to lead and care for teams	Foundation Course dL tasks
Fort Leavenworth	12 Jul 10 - 23 Jul 10	13 Apr 10		
Fort Leavenworth	2 Aug 10 - 13 Aug 10	3 Jun 10		
Fort Leavenworth	23 Aug 10 - 3 Sep 10	24 Jun 10		
Fort Leavenworth	13 Sep 10 - 24 Sep 10	15 Jul 10		



Intermediate Course Resident Phase 10)

Location	Dates	Application Deadline	Target Audience	Prerequisite
Fort Belvoir	7 Jun 10 - 25 Jun 10	8 Apr 10	Army leaders who exercise direct and/or indirect leadership	Performance of Basic Course tasks
For Belvoir	12 Jul 10 - 30 Jul 10	13 May 10		
Fort Belvoir	16 Aug 10 - 3 Sep 10	17 Jun 10		Intermediate Course dL tasks
Fort Belvoir	13 Sep 10 - 1 Oct 10	15 Jul 10		



Advanced Course Resident Phase (FY10)

Location	Dates	Application Deadline	Target Audience	Prerequisite
Fort Belvoir	9 Aug 10 - 3 Sep 10	10 Jun 10	Senior level Army leaders who exercise indirect leadership	Performance of Intermediate Course tasks Advanced Course Distributed Learning (dL) tasks



Continuing Education for Senior Leaders

Location	Dates	Application Deadline	Target Audience	Prerequisite
Fort Belvoir	14 Jun 10 - 18 Jun 10	16 Apr 10	Leaders at the GS14/15 level or equivalent	40 hour dL phase required prior to the 4.5 day resident phase
Fort Belvoir	2 Aug 10 - 6 Aug 10	3 Jun 10		



Registration

To register, visit the Civilian Human Resource Training Application System (CHRTAS) web site at

<https://www.atrrs.army.mil/channels/chrtas/>

Have a question?

**Contact the AMSC Help Desk
(703) 805-4720/DSN 655 4720**

or

**AMSC Registrar Office
amscregistrar@conus.army.mil**



AMSC

QUESTIONS?

Home Page:
<http://www.amsc.belvoir.army.mil>

